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ABSTRACT

The 7-week Advanced Postgraduate Training Course for Information Specialists from Eastern and Southern Africa described in this document was part of a long term training program designed to provide senior librarians, documentalists, and archivists with information on recent developments in methodology and technology in their special field of work. The report includes: (1) course objectives; (2) a program description; (3) a breakdown of participants by country; (4) a description of the staff; (5) a description of social events; (6) an evaluation of the course; and (7) a description of the study tour in Germany which was part of the course. Appendices include outlines of each of the four modules that made up the course--Information Services, Media Technology, Computer Based Library and Information Systems, and Staffing: Formal Structures and Human Aspects; a list of participants; a vote of thanks written by I. M. N. Kigongo-Bukenya, Deputy Director Public Libraries Board, Uganda; and a speech by Justin Kiyimba, Chief Librarian, Ministry of Public Service, Uganda. The course was attended by 19 participants from Botswana (1), Ethiopia (4), Kenya (4), Mauritius (1), Sudan (1), Tanzania (2), Uganda (4), and Zambia (2). (THC)

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REPORT

THE IMPLEMENTATION OF MODERN INFORMATION AND DOCUMENTATION SYSTEMS AND SERVICES WITH SPECIAL REFERENCE TO INFORMATION NEEDS IN EASTERN AFRICA

3 RD ADVANCED POSTGRADUATE TRAINING COURSE

IN GREAT BRITAIN AND IN THE FEDERAL REPUBLIC OF GERMANY

22 JUNE – 1 AUGUST 1980

ORGANIZED BY

COLLEGE OF LIBRARIANSHIP WALES

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INTRODUCTION

The Advanced Postgraduate Training Course for Information Specialists from Eastern and Southern Africa described on the following pages was organized by the College of Librarianship Wales on behalf of the German Foundation for International Development (DSE).
This course is part of a long term training programme of DSE for documentalists, librarians, and archivists from Eastern and Southern African countries which includes the following activities:

- expert consultations and international conferences designed to improve existing information systems and to introduce new information systems and structures;
- user seminars designed to familiarize policy makers and development planners with the significance of modern information systems for the development process;
- training and advanced training courses, study tours, and consultancy services.

During the past five years this programme was carried out in cooperation with the Coordinating Centre for Regional Information Training (CRIT), Nairobi, a joint project of the Kenya National Adademy for the Advancement of Arts and Sciences (KNAAAS) and DSE.

According to the agreement preceding the establishment of CRIT the cooperation between KNAAAS and DSE ended in August this year.
In the future the information training programme of the German Foundation will be organized and executed in close cooperation with the Eastern and Southern African Management Institute (ESAMI) in Arusha, Tanzania.

ESAMI is a regional training institute on the basis of governmental agreements between seventeen Eastern and Southern African countries.

The aim of the 3rd Advanced Postgraduate Training Course was to provide senior librarians and documentalists with information on recent developments in methodology and technology in their special field of work on which to base decisions as regards the extension and improvement of information in their home countries.

The participants' own evaluation of the course shows that this objective was achieved.

The success of the advanced training course is last not least due to the fact that the College of Librarianship was able to provide a large number of highly qualified lecturers, and tutors, specialized in particular areas of librarianship and information science and experienced in the advanced training of personnel from developing countries both overseas and also at home at similar courses.

Exercises using modern technical equipment and work in the well equipped model library of the College proved to be a valuable supplement to the lecture programme and illustrated the practical possibilities of application of the theoretical instruction provided.

We are expressing our sincere thanks to the staff of the College, in particular to Mr. Philip Whiteman, director of the course, Mr. Glyn Collins, and Ms. Anne Williamson, course Secretaries. We are most grateful for the excellent administrative and academic arrangements that were made for the course.

Dietrich Steinert
Programme Coordinator

GERMAN FOUNDATION FOR
INTERNATIONAL DEVELOPMENT
- DOCUMENTATION CENTRE -

Objectives

The participants gathered in London for a one week study tour (22 June to 28 June) during which they visited several important special library and information services in the capital, moving in mid-week to see other services in Manchester and Yorkshire. At the end of the course (1August) the participants travelled to the Federal Republic of Germany for a further study tour.

The general aim of the programme was the same as that for the two earlier courses in 1977/78 and 1979, namely 'to contribute to the efforts of the countries in the region in improving and developing their information systems, by exploring and demonstrating ways and means of reaching their goals'. The course was directed at senior staff in library and information services. The main educational objectives were to review and demonstrate:-

(a) the various means by which information is collected, disseminated and used;

(b) the theory and practice of the production, handling and control of audio-visual materials;

(c) the application of automation to library and information systems and services;

(d) problems in the staffing of library and information services.

In addition, each participant submitted a report on his own institution's services in the context of his country's information network, and participants co-operated in a series of seminar presentations based on or related to these reports.

Programme. Participants stayed at Ifor Evans Hall of Residence in London and were welcomed by Dietrich Steinert on behalf of the programme's sponsors, and by Glyn Collins, Liaison and Training Officer, on behalf of the College of Librarianship Wales. Visits were made to the School of Oriental and African Studies (University of London), the Science Reference Library, the BBC Central Reference Library, Shell UK Library and St Pancras Library of the London Borough of Camden. The study tour moved to Manchester (staying at Ashburne Hall of Residence, University of Manchester) and visiting Manchester Polytechnic Library, the Co-operative Wholesale Society Library, the Library of the Manchester Business School, and the British Library Lending Division at Boston Spa in Yorkshire. The party arrived in Aberystwyth on 28 June.

The five weeks course at the College of Librarianship Wales, included the following four modules:-

1. Information services
2. Media technology
3. Computer based library and information systems
4. Staffing: formal structures and human aspects

(Full details of the modules are given in APPENDIX A)

Special lectures were given as follows:-

Philip H Jones, Senior Lecturer in the College, on 'An introduction to Wales'

Philip H Sewell, former Senior Library Adviser, Department of Education and Science, on 'The planning of national library and information systems'

Professor Helmut Arntz, President of F.I.D., on 'International information agencies and networks'

The reports by participants on their institutions and countries were all xeroxed and copies given to all concerned. Participants collaborated on a country basis in presentations to seminars led by the Course Director, and informative and lively exchanges of

information and experience took place. Participants were in formal teaching/learning and discussion situations for a total of some 105 hours and there were many additional hours devoted to individual tutorials and consultations. During the course, visits to the National Library of Wales, the Library of University College Aberystwyth, and the Computer Centre of University College, were arranged.

Participants

The course was attented by 19* participants from

Botswana 1
Ethiopia 4
Kenya 4
Mauritius 1
Sudan 1
Tanzania 2
Uganda 4
Zambia 2

Six participants were from university libraries, five were from public libraries, the other eight being from a variety of special libraries and documentation centres - educational, legal, scientific, industry or research.

(A full list of participants is given in APPENDIX B)

Staff

The course was directed by Philip Whiteman, Head of the Department of Social and Management Studies in the College. Teachers for the modules were Chris Baggs, Derek Bell, Fred Guy, John Spink, Anthony H Thompson and Malcolm Tunley, all members of the College's full-time teaching staff. Two of the College's Liaison and Training Officers acted as Course Secretaries, Glyn Collins (during the Study Tour) and Anne Williamson (during the five weeks teaching programme).

*) another participant from Kenya only attended the study tour preceding the course, she had to return home earlier due to urgent family reasons

Social events

Participants were received by the Chairman of Ceredigion District Council in the Town Hall, Aberystwyth, and joined members of the International Graduate Summer School and a British Council Course at a 'welcome' buffet and a social evening. Participants were able to join in social activities arranged for other courses being held at the College and various optional visits and tours were organised. A farewell buffet meal was arranged and speeches were made by Dietrich Steinert (on behalf of the German Foundation), Isaac Kigongo-Bukenya (on behalf of the participants), Justin Kiyimba (on behalf of the Regional Committee for the Development of Information Services in Eastern and Southern Africa), the Principal of the College and the Course Director. (The full text of the speeches by Isaac Kigongo-Bukenya and Justin Kiyimba are given in APPENDIX C and D.)

Evaluation

An evaluation meeting was held in the final week of the course, participants and College staff attending. Dietrich Steinert was also present. The following is a summary of opinions as elicited by questionnaire before the meeting and from comments at the meeting.

1. Academic programme

Comments on the course were generally very favourable, most participants reporting that the content had been of real value to them. Sixteen of the participants considered that they had made "great progress" or "good progress" towards satisfying their objectives in attending the course, two felt they had made "a little progress" while one claimed "no progress at all". Seventeen out of the nineteen expected to be able to draw on the information gained during the course in their work of developing information services in their countries.

Evaluations of the modules are as follows:-

Level of instruction

	Too advanced	About right	Too elementary
Module 1	1	17	1
Module 2	-	18	1
Module 3	3	16	-
Module 4	-	17	2

1.2 Unfamiliarity of material presented

	Most new	Half new	Less than half new	Non new
Module 1	1	5	9	4
Module 2	5	5	9	-
Module 3	12	3	3	1
Module 4	2	5	6	6

1.3 Quality of instructions

	Very good	Good	Average	Poor	Very poor
Module 1	9	9	1	-	-
Module 2	8	7	2	2	-
Module 3	6	9	3	1	-
Module 4	3	11	4	-	1

1.4 General assessment

	Very successful	Successful to some extent	Not very successful	Not successful at all
Module 1	13	6	-	-
Module 2	9	7	3	-
Module 3	7	11	1	-
Module 4	7	10	1	1
Institution/ Country Seminars	7	12	-	-

There appeared to be fairly general satisfaction with the modular structure and content of the course, though a number of interesting suggestions for the future were made. These included:-

- greater emphasis on Module 1 (Information services) as the central area of importance
- participants could be given a common introduction and then divided up for most of the course by their preferred subject interests
- participants should be given work assignments to keep every one up to the mark and to enable the College to evaluate the participants
- greater emphasis on seminars/discussions
- more duplicated notes to be handed out before teaching sessions. (Another view was that there are enough such materials already and too little time to read them).

The seminars on the participants' institutions and countries were praised for their free, open discussion. It was suggested that circulation of reports on countries/institutions prepared for the two earlier courses could have been useful and that the Course Director should have visited the countries of the participants in advance of the course. Several participants favoured a greater allocation of time for the seminars.

2. Visits

These had been very valuable but some were considered too short, especially in regard to time at the conclusion of the formal visit for exploring the library concerned on an individual basis. The visit to Manchester Polytechnic Library was picked out as being of special interest and extremely well organised. There was critisism of the visit to the Computer Centre, University College, Aberystwyth, on grounds of poor organisation, while the visit to the National Library of Wales was generally condemned as ill organised and badly conducted.

3. Accomodation and meals

Fifteen out of the nineteen participants considered that the hall of residence accomodation and food at CLW were generally satisfactory, though there had been some deterioration of catering services during one week when the course was the only one at the College. A similar comment was made in respect of library and transport services during that week. All these points were noted for consideration by the College. The idea of 'group spokesman' chosen from participants in a course was put forward as a device for early communication of any unsatisfactory developments affecting that course.

Study tour in Germany

The study tour to German documentation centres and libraries in Hamburg, Bonn and Cologne concluded the programme. The party left Aberystwyth by coach and then went by air to the Federal Republic of Germany. In Hamburg the participants visited the German Overseas Institute, the library of the Institute for African Studies, the Regional Documentation Centre for Africa, the Central Archives of Gruner and Jahr Publishing House, and the documentation centre, library and archives of the Hamburg Institute for International Economics (HWWA). A sightseeing tour and a harbour trip in Hamburg gave them some impressions of the character and the atmosphere of the second largest city in Germany.

The programme was continued with visits of the German Bundestag and the Documentation Centre of the German Foundation for International Development in Bonn.
In Cologne the participants were introduced to the tasks and activities of the Voice of Germany and the German Institute for Medical Documentation and Information.
Private invitations to the homes of staff members of DSE and a boat trip on the river Rhine were highly appreciated by the members of the group.

The evaluation of the study tour in Germany shows that the majority of the participants considered it very valuable (17 very good, 2 good).

THE MODULES: synopses, schedules, readings, teaching staff

MODULE 1 : INFORMATION SERVICES

Synopsis

The librarian's effective involvement in the information transfer process depends on his knowledge and understanding of the means through which information is available, whether documentary or personal, and the ways in which the information user needs and uses that information. This module assumes that information media are sufficiently well known, and will concentrate on the needs of users, and how they can be assessed, and on the means used to meet those needs.

Schedule

Session 1	Information users and their needs
2	Planning information provision
3	Abstracts and abstracting
4	General current awareness provision
5,6	Information bulletins
7	Selective dissemination of information
8	Human resource indexes and registers of expertise
9	The foreign language barrier
10	Recording and transmission of information

Reading list

Hanson, C. W. Introduction to science-information work. Aslib, 1971.

Kemp, A. Current awareness services. Bingley, 1979.

Rowley, J. E. and Turner, C. M. D. The dissemination of information. Deutsch, 1979.

Teaching staff

Derek Bell, M.Sc., F.L.A.

MODULE 2 : MEDIA TECHNOLOGY

Synopsis

Lectures cover the range of audiovisual media likely to be found in libraries; its physical storage and handling; the types of equipment suitable for library use; with some solutions to the problems raised by multi-media development. There is also an introductory session on the production of audiovisual information materials by the librarian.

Practical workshop sessions will allow participants to become familiar with the audiovisual materials and their associated equipment.

The course is specifically designed for senior staff who have responsibilities for the ever widening range of audiovisual library information materials, or 'media'.

Schedule

Introduction

Section 1: Media Materials - "software'

A description of the range of media likely to be found in libraries; and an examination of the audiovisual media under the following headings for each type:-

a. Physical format - standardisation
b. Type of information carried and library uses
c. Handling - including special preparation for library use
d. Storage
e. Conservation
f. Production or reproduction details in brief. Commercial and in-house.

Section 2: Media equipment - "hardware"

a. Selection and evaluation
b. Examination of equipment appropriate to each type of software; under the following headings:-

    1. Physical description - standardisation
    2. How it works (brief, non-technical)
    3. What it should do in the library context
    4. Operational instructions
    5. Practical exercises for familiarisation
    6. Maintenance

Section 3: The production of audiovisual materials in the library

Reading list

Enright, B. J. New media and the library in education. Bingley, 1973.

Fothergill, R. and Butchart, I. Non book material in libraries. Bingley, 1978.

Thompson, Anthony Hugh. Planning for media development. Library Association Record, 76(11) November, 1974. pp.

Teaching Staff

Anthony Hugh Thompson, M.A., F.L.A.

Chris M. Baggs, B.A., M.A., Dip.Lib., A.L.A.

MODULE 3 : COMPUTER BASED LIBRARY AND INFORMATION SYSTEMS

Introduction

This course will aim to make participants aware of the role the computer has played in particular areas of librarianship and information science. Computers have been employed in library housekeeping activities including serials control, acquisitions, cataloguing and circulation control and in information work for both current awareness and retrospective searching. Each of these areas will be considered but emphasis will be given to those aspects which appear to have most immediate relevance to the needs of developing countries.

Various audio-visual aids will be used during the course and practical sessions with computer equipment will be given at appropriate points during the course.

Course Outline

Unit 1 Background computers. An introduction to the operation of a computer and its basic components.

Unit 2 Management aspects in the introduction of computer based systems.

Unit 3 Applications in libraries/information units.

(a) Library housekeeping activities

- Cataloguing
- Serials control
- Circulation systems
- Acquisition systems

(b) Information retrieval activities

- Current awareness
- Retrospective searching

Preparation for course

The textbook noted below provides a sound overview of the scope of the course. To gain most from the course participants should be fully aware of the state of the art regarding computer developments in libraries in their own country.

Readings

Tedd, L. A. An introduction to computer-based library systems. London: Heyden, 1977.

Teaching staff

Fred Guy, B.A., M.A., Dip.Lib., A.L.A., M.I.Inf.Sc.

MODULE 4 : STAFFING: FORMAL STRUCTURES AND HUMAN ASPECTS

Synopsis

The first half of the course will examine library staffing structures, deployment of staff and the influence of changing styles of management. Traditional structures will be compared with new or alternative structures and there will be discussion of a number of factors, both internal and external to libraries, which are influencing change. Particular attention will be paid to the effects on staffing structures in two main areas: the move from authoritarian to participative styles of management and the deployment of staff to relate more directly to user and community needs, (examples include group or team working and the role of subject librarians or those serving 'client' groups). Examples will be drawn from the U.K. context with some reference to North American experience, also it is hoped that participants will discuss the relevance of these patterns outside Western industrialised countries.

Schedule

Session 1 The traditional pattern

2 Factors which have brought about change

3, 4 Structures: participative approaches

5 Structures: alternatives to functional approaches

Readings

Tunley, Malcolm. Library structures and staffing systems. (Library Association. Management pamphlets: 2) L.A. 1979.

Durey, Peter. Staff management in university and college libraries. Pergamon, 1976.

Dutton, B. G. Staff management and staff participation. Aslib Proc. 25, March 1973. pp. 111-125.

Synopsis

The second half of the course is concerned with the way people behave within work organisations such as libraries. Does the behaviour of individuals at work differ from their behaviour elsewhere? Work in libraries, especially work entailing direct dealings with users, often dictates that staff have certain attitudes and approaches. Do we need, on occasion to alter behaviour? (and ought we to do so?)

Sessions will be concerned with such staff problems as the employee who has become bored and unproductive, the trouble-maker and the inadequate. The effects of radical innovation upon staff will also be discussed.

Much of the writing about personnel is Anglo-American in origin. The assumptions made in the literature will be examined and their relevance to the African scene questioned.

Schedule

Session 6 Organizational behaviour: an overview
7 Motivation and remotivation
8 Producing the people we need: education and training
9 Human aspects of change
10 Problems of behaviour at work

Readings

Beach, Dale S. Personnel: the management of people at work. 3rd ed. Collier Macmillan, 1975.

Boot, R. L. and others. Behavioural sciences for managers. Arnold, 1977.

Handy, Charles B. Understanding organizations. Penguin, 1976.

Teaching staff

Malcolm F. Tunley, M.A., F.L.A.

John E. Spink, M.A., F.L.A.

C/L SEMINAR ON COUNTRY/INSTITUTION REPORTS

These will be held in the early part of the course on Tuesdays from 1100 to 1700 and from 1400 to 1500. A lecture by Philip Sewell on the planning of national library and information systems, will be given on Tuesday 1 July. This will be intended to set the scene for consideration of the country/institution reports. Participants will be asked to co-operate on a group basis by country to present for discussion the essential matter of their reports. Details of the arrangements will be given at the start of the course.

Seminar Leader: Philip M. Whiteman, M.A., F.L.A.

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* due to urgent family reasons Mrs. Pfukani had to return to Kenya on 27 June 1980

VOTE OF THANKS

by

I.M.N. KIGONGO-BUKENYA - DEPUTY DIRECTOR

PUBLIC LIBRARIES BOARD,KAMPALA/UGANDA

The Principal, Mr. F. Hogg,
Mr. Steinert, DSE Representative,
Mr. Whiteman, Course Director,
All Staff on DSE Course,
All Distinguished Guests,
All Participants - Ladies and Gentlemen.

This is an emotional occasion: emotional on one hand because it witnesses the end of our Academic stay here which brings our return to Africa nearer; and emotional on the other hand because we regret to leave the place which has had much to offer and as such we had come to like.

We came here to participate in the 3RD ADVANCED POST GRADUATE COURSE FOR EAST, CENTRAL AND SOUTHERN AFRICAN INFORMATION SPECIALISTS. The aim of the course has been "to contribute, to the efforts of the countries of the Region, in improving and developing our information systems, by explaining and demonstrating ways and means of reaching the goal". The course has been sponsored by DSE and has been jointly planned, administered and ran by DSE and the College of Librarianship Wales.

We have undertaken the course in three phases: First phase was a study tour of library/information institutions in London, Manchester and Yorkshire. The second phase, the longest, has been the academic aspect here at the CLW. The third phase will involve a study tour of library/information centres in West-Germany. We conclude with the evaluation session in Bonn.

During our stay at the CLW, we have been exposed to planned, comprehensive and well executed lectures, seminars and tutorials through four famous modules: Information Systems, Media Technology, Computer Based Library and Information Services, Staffing and Country reports.
Through these, we gained knowledge about new developments in information work; and through discussions we identified ways and means of implementing the developments in our situations. We have therefore grown wiser and our span of professional manoeuvrability has been enlarged and enriched. The country reports provided self-searching exercise regarding library/information developments in all the countries represented. Problems were discussed and conclusions made as to how to tackle which problem when and how. Friends have been made among the participants themselves as well as lecturers and other professionals here and abroad. This has created a very vital professional link which could result in informal and later formal co-operation. During the visits we saw new developments in our fields, and how they are being implemented and what effect they have had on our profession.

My overall assessment of the course is therefore excellent; meaning it has succeeded to avail knowledge and experience to information scientists from our region who through the multiplier effect would see faster library/information development in our respective areas.

This remarkable success would not have been achieved without a co-operation of teams of people. My duty therefore is to thank most heartily:

a) The DSE in general and Mr. Steinert and Dr. Möller in particular for their background work that has made the course a success.

b) The Principal of the College for putting at our disposal all the College facilities.

c) Our Course Director, Mr. Whiteman for his efficient planning and running of the course.

c) All the CLW Academic Staff who gave 140 lectures with such keenness, devotion and love.

e) Miss Anne Williamson for the administrative work.

f) The Domestic Bursar's staff in general and the kitchen staff for their courtesy in serving us those 34 Breakfasts without Bed, 35 Dinners and 34 Lunches; and the Aeron staff for looking after us so well.

Thanks also to the Receptionists who time and again took our messages or constantly ran up-and down to enable us take our telephones. I should also thank the Accountant, the library staff and all those who in one way or another have contributed to our good stay here.

But you will agree with me that my thanks would be incomplete without thanking ourselves, the participants, for being what we have been and helping others to help us. Ours has been a unique combination: not only did we differ in specialisation in information work, but also in nationalities, cultures, temperaments and activities. Notwithstanding, I am sure we have been a good lot and if there were flaws or shortcomings, please forgive and forget.

Ladies and gentlemen, information is now life-blood for development: it is no longer a luxury but both a catalyst and necessity for development. The first duty for those of us whose trade and vocation is information transfer is to make the profession rub shoulders with other established professions. We can do this by projecting an immaculate image of ourselves to our users and the public at large. Times are gone for information workers to face the past and back the future. We should no longer accept the notion that information workers can only make a better world for others by moving backwards ourselves. Information workers should avoid divisionism - for different aspects of information work are like different roads leading to one point. Our aim is one: to collect, preserve and disseminate information whether we are public, special librarians information scientists or documentalists etc. To each of the participants DSE has given an investment. It is up to us to multiply the investment or bury it. But whatever all of us do, the writing is on the wall... "Our region depends on us. You and me". We cannot afford to betray our own calling.

God bless you and our profession. 26

A SPEECH BY JUSTIN KIYIMBA, CHIEF LIBRARIAN, MINISTRY OF PUBLIC SERVICE ENTEBBE, UGANDA ON BEHALF OF THE REGIONAL COMMITTEE FOR THE DEVELOPMENT OF INFORMATION SERVICES IN EASTERN AND SOUTHERN AFRICA ON THE OCCASION OF CLOSING THE DSE COURSE 1980

Mr. Principal, the DSE Representative, our Lecturers, fellow participants:

As you are already aware, our Certificates of attendance bears as the organizers of this course, "CRIT" (Coordinating Centre for Regional Information Training), a joint venture of the Kenya National Academy for the Advancement of Arts and Sciences and the DSE (German Foundation for International Development).

CRIT has as one of its organs, the Regional Committee of the Development of Information Services in Eastern and Southern Africa, a Committee which I have had the privilege to serve for some time. One of the major functions of this Committee is to discuss planned courses for the region in the area of information and to evaluate those courses already undertaken.

It is in my capacity as a member of this Committee that I am standing to express the Region's gratitude for the work so far done. This is the third course of this kind which the DSE has sponsored for the region. In the three courses, nearly 50 people have participated. Ten countries, one regional organization in the East African Development Bank and one International Organization in the Economic Commission of Africa have benefited.

Reports received from those who participated in the last two courses suggest that the course has had a tremendous contribution to the improvement of their knowledge in information handling. Among those who have been to this course and who have found it most rewarding is Mr. W. Mushipi who is now head of the National Research Council for Science and Technology in Zambia, Mrs. Martha Lebotsa of the University Library of Lesotho, Mr. Mabomba of Malawi National Archives and many others.

It is therefore our very sincere hope that the generosity of the German Foundation for International Development will continue. We also hope that the College of Librarianship Wales' administration will continue to extend to us the excellent facilities of this College; and of course it is our hope, that the College's committed team of experts will not get fed up with us. The harvest is great but the harvesters are still too few; therefore, your continued participation in getting more harvesters into the field will continue to be greatly appreciated.

May I end by wishing you God's blessing in these and other ventures which you are undertaking now and you plan to undertake in future.

Thank you.